

2014/15

SERVICE DELIVERY

AND

BUDGET IMPLEMENTATION

PLAN



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1. Introduction

The purpose of the Service Delivery and Budget Implementation Plan (SDBIP) is to assist municipal management to achieve service delivery targets, as well as spending the capital budget within the given time frames.

2. Legal Reference

Section 53 of the Municipal Finance Management Act (Act 56 of 2003) MFMA determines that the municipality's SDBIP plan must be approved by the Executive Mayor within 28 days after the approval of the annual budget.

Section 53 determines further that the annual performance agreements of the Municipal Manager and directors as required in section 57 of the Municipal Systems Act (Act 32 of 2000) must be linked to the SDBIP.

Section 69 of the MFMA determines that the draft SDBIP and performance agreements must be submitted to the Executive Mayor within 14 days after the approval of an annual budget.

3. Strategic outcomes, risks and projects in the IDP (Core of the Municipality's Strategy for the next 5 yrs)

Development priority	Objective	Strategy	Project
Building the institution & employee capacity	A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service	Improve revenue collection	Increase municipal income
		Improve financial systems & controls	<ul style="list-style-type: none"> Effective asset register: GRAP compliant Comply to all National Treasury regulations
		Expenditure under control	<ul style="list-style-type: none"> Ensure effective spending of municipal funds Execute SCM policy
		Improve customer care	<ul style="list-style-type: none"> Ensure effective customer care in all areas
		Effective organizational structure with trained & skilled personnel	Execute Work Skills Plan
Working towards the creation of a stable capacitated personnel-corps geared to increased service delivery and good performance in services delivered		(i) HR compliant administrative system	(i) Job descriptions for all personnel
		(ii) HR Strategy Plan	(ii) Execute HR Strategy Plan
		(iii) Sound corporate administration	(iii) Execute all council related responsibilities
		(iv) Performance Management	(iv) Performance evaluations on all levels

Development priority	Objective	Strategy	Project
	Well established communication channels	(i)	(i) Execute Communication Action Plan - Newsletters - Ward Committees - CBP Meetings - Website - Internal personnel meetings
Enhance Community Services	Youth of Baviaans are actively integrated into & contribute to community development A pleasure tourist experience	(i)	(i) Establish Baviaans Youth Centres in all areas
Local Economic Development		(i) (ii)	(i) Execute tourism action plan (ii) Execute LED Action Plan
Provision of Basic Infrastructure	Supply basic infrastructure to all inhabitants of Baviaans	(i) (ii) (iii) (iv) (v) (vi)	Identify needs and allocate MIG funding Water Electricity Sanitation Municipal Assets Streets & Storm water Refuse removal & dumping sites

ANNEXURE 1

ANNEXURE 1: MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED FOR EACH SOURCE

EC107 Bavians - Supporting Table SA25 Budgeted monthly revenue and expenditure

R thousand	Description	Ref	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework			
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
Revenue By Source																		
	Property rates		965	965	965	965	965	965	965	965	965	965	965	365	365	4 377	4 914	5 286
	Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Service charges - electricity revenue		944	944	944	944	944	944	944	944	944	944	944	944	1 014	12 280	13 420	
	Service charges - water revenue		324	324	324	324	324	324	324	324	324	324	324	324	334	4 272	4 699	
	Service charges - sanitation revenue		188	188	188	188	188	188	188	188	188	188	188	188	2 357	2 482	2 751	
	Service charges - refuse revenue		231	231	231	231	231	231	231	231	231	231	231	231	2 768	3 045	3 350	
	Service charges - other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Rental of facilities and equipment		4	4	4	4	4	4	4	4	4	4	4	4	43	47	52	
	Interest earned - external investments		7	7	7	7	7	7	7	7	7	7	7	7	88	97	106	
	Interest earned - outstanding debtors		31	31	31	31	31	31	31	31	31	31	31	31	373	410	451	
	Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Fines		1	1	1	1	1	1	1	1	1	1	1	1	10	11	12	
	Licences and permits		54	54	54	54	54	54	54	54	54	54	54	54	644	706	779	
	Agency services		65	65	65	65	65	65	65	65	65	65	65	65	782	859	939	
	Transfers recognised - operational		7 825	2 784	300	300	7 455	-	65	65	7 455	-	-	-	25 819	27 223	28 053	
	Other revenue		26	26	26	26	26	26	26	26	26	26	26	26	310	337	367	
	Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Total Revenue (excluding capital transfers and contribution)		10 964	5 023	2 478	2 199	9 624	2 199	2 209	2 189	9 654	2 240	2 248	2 248	2 309	52 444	58 475	60 234
Expenditure By Type																		
	Employee related costs		1 850	1 850	1 850	1 850	1 850	1 850	1 850	1 850	1 850	1 850	1 850	1 850	22 200	23 620	25 131	
	Remuneration of councillors		146	146	146	146	146	146	146	146	146	146	146	146	1 755	1 859	1 961	
	Debt impairment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Depreciation & asset impairment		1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	15 600	15 600	15 600	
	Finance charges		94	94	94	94	94	94	94	94	94	94	94	94	1 129	1 261	1 394	
	Bulk purchases		1 048	1 053	972	1 308	656	925	691	699	620	670	946	966	10 153	10 752	11 344	
	Other materials		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Contracted services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Transfers and grants		440	440	440	440	440	440	440	440	440	440	440	440	5 285	5 810	6 385	
	Other expenditure		1 299	1 298	1 298	1 298	1 298	1 298	1 298	1 298	1 298	1 298	1 298	1 298	15 573	14 756	15 578	
	Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Total Expenditure		6 176	6 182	6 101	6 467	5 707	5 735	5 820	5 787	5 755	5 706	5 975	6 094	71 695	73 636	77 267	
	Surplus/(Deficit)		3 888	(1 159)	(3 622)	(4 268)	3 916	(3 536)	(3 611)	(3 599)	3 899	(3 549)	(3 726)	(3 785)	(19 251)	(17 161)	(17 033)	
	Transfers recognised - capital		3 714	2 450	2 450	2 450	5 085	2 450	2 450	2 460	5 886	2 450	2 450	2 450	42 540	37 273	13 643	
	Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Contributed assets		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Surplus/(Deficit) after capital transfers & contributions		12 604	1 292	(1 171)	(1 817)	9 722	(1 106)	(1 161)	(1 140)	9 704	(1 089)	(1 275)	(1 335)	23 209	20 111	(3 390)	
	Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Surplus/(Deficit)		12 604	1 292	(1 171)	(1 817)	9 722	(1 106)	(1 161)	(1 140)	9 784	(1 090)	(1 275)	(1 335)	23 289	20 111	(3 390)	

ANNEXURE 2

ANNEXURE 2: MONTHLY PROJECTIONS OF EXPENDITURE (OPERATING AND CAPITAL) AND REVENUE FOR EACH VOTE

EC107 Bavians - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description		Ref	Budget Year 2014/15												Medium Term Revenue and Expenditure Framework		
R thousand			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue by Vote																	
	Vote 1 - Executive & Council		468	9	0	0	468	0	0	0	468	0	0	0	1 403	1 466	1 532
	Vote 2 - Corporate Services		2 242	2 029	405	405	2 742	405	405	405	2 242	405	405	405	106	133	121
	Vote 3 - Budget & Treasury Office		13 820	4 140	4 086	4 100	10 020	4 100	4 116	4 086	10 020	4 100	4 100	4 216	12 907	14 390	15 252
	Vote 4 - Technical Services		2 251	379	429	329	1 881	129	120	120	1 881	129	129	129	72 839	71 756	50 648
	Vote 5 - Community Services														7 730	6 044	6 324
	Total Revenue by Vote		18 780	7 413	4 325	6 649	15 529	4 649	4 659	4 636	15 539	4 659	4 659	4 759	94 984	93 748	73 877
Expenditure by Vote to be appropriated																	
	Vote 1 - Executive & Council		292	292	292	292	292	292	292	292	292	292	292	292	3 506	3 721	3 500
	Vote 2 - Corporate Services		442	442	442	442	442	442	442	442	442	442	442	442	5 309	5 634	5 569
	Vote 3 - Budget & Treasury Office		2 118	2 118	2 118	2 118	2 118	2 118	2 118	2 118	2 118	2 118	2 118	2 118	25 418	26 296	26 939
	Vote 4 - Technical Services		2 805	2 870	2 700	3 155	2 476	2 444	2 509	2 476	2 444	2 467	2 563	2 783	31 861	32 409	34 592
	Vote 5 - Community Services		498	658	658	458	458	658	458	458	458	458	458	458	5 500	5 497	5 841
	Total Expenditure by Vote		6 176	6 142	6 101	6 467	5 707	5 755	5 829	5 787	5 755	5 788	5 575	6 094	71 695	73 636	77 267
	Surplus/(Deficit) before financ.		12 604	1 271	(1 771)	(1 817)	9 722	(1 100)	(1 161)	(1 148)	9 784	(1 059)	(1 275)	(1 335)	23 289	20 111	(3 390)
	Taxation																
	Attribution to minorities																
	Share of surplus/ (deficit) of associate																
	Surplus/(Deficit)	1	12 604	1 252	(1 771)	(1 817)	9 722	(1 100)	(1 161)	(1 148)	9 784	(1 060)	(1 275)	(1 335)	23 289	20 111	(3 390)

ANNEXURE 3A

ANNEXURE 3A: PERFORMANCE INDICATORS AND BENCHMARKS (OPERATING BUDGET)

EC107 Bavaians - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue &			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
<u>Borrowing Management</u>											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	2,3%	1,9%	1,4%	1,6%	3,2%	3,2%	3,2%	3,2%	3,3%	3,2%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	5,0%	6,3%	4,2%	3,2%	9,2%	9,2%	9,2%	8,7%	8,2%	7,7%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
<u>Safety of Capital</u>											
Gearing	Long Term Borrowing/ Funds & Reserves	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
<u>Liquidity</u>											
Current Ratio	Current assets/current liabilities	0,4	0,1	0,1	1,1	0,2	0,2	0,2	0,5	0,8	0,8
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0,4	0,1	0,1	1,1	0,2	0,2	0,2	0,5	0,8	0,9
Liquidity Ratio	Monetary Assets/Current Liabilities	0,0	0,0	0,0	0,2	-	-	-	0,1	0,3	0,4
<u>Revenue Management</u>											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		215,1%	97,7%	97,2%	94,3%	94,0%	94,0%	94,0%	98,2%	94,5%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		215,1%	97,7%	97,2%	94,3%	94,0%	94,0%	94,0%	98,2%	94,5%	101,1%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	17,7%	2,8%	4,3%	14,5%	9,9%	9,9%	9,9%	9,2%	10,6%	8,6%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
<u>Creditors Management</u>											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA's 65(e))								100,0%	100,0%	100,0%
Creditors to Cash and Investments		-3113,1%	12982,7%	4612,5%	379,2%	-254,2%	-254,2%	-254,2%	94,1%	297,8%	178,1%
<u>Other Indicators</u>											
Total Volume Losses (kW)				1118666,5	920303	920000	920000	920000	910000	910000	910000

Electricity Distribution Losses (2)	Total Cost of Losses (Rand '000)									
	% Volume (units purchased and generated less units sold)/units purchased and generated									
Water Distribution Losses (2)	Total Volume Losses (kℓ)									
	% Volume (units purchased and generated less units sold)/units purchased and generated									
Employee costs	42,1%	46,7%	35,5%	37,5%	43,3%	43,3%	42,3%	41,8%	20	41,7%
Remuneration	45,1%	50,3%	38,5%	40,8%	46,9%	46,9%	45,5%	44,9%	20	44,8%
Repairs & Maintenance	8,0%	13,6%	5,9%	2,1%	1,5%	1,5%	2,3%	2,2%	20	2,2%
Finance charges & Depreciation	1,5%	39,8%	31,9%	15,5%	35,1%	35,1%	31,9%	23,7%	20	28,0%
IDP regulation financial viability indicators										
i. Debt coverage	19,6	66,5	23,3	18,9	18,9	14,4	15,6	16,6	18,3	
(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year										
ii. O/S Service Debtors to Revenue	55,8%	7,1%	11,8%	34,5%	21,5%	21,6%	19,7%	22,3%	17,6%	
Total outstanding service debtors/annual revenue received for services										
iii. Cost coverage	(0,1)	0,0	0,1	0,6	(1,6)	(1,6)	0,3	0,9	1,5	
(Available cash + Investments)/monthly fixed operational expenditure										

ANNEXURE 3B

CAPITAL PROJECTS

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No & Ward	Budget	Performance Milestones				Responsible
							Sep-14	Dec-14	Mar-15	Jun-15	
DEVELOPMENT PRIORITY 1: INFRASTRUCTURE DEVELOPMENT											
Supply sustainable basic infrastructure to all inhabitants of Baviens: Water	Sustainable water supply	Upgrading of bulk water supply in Steynville	100% of RRG and DFI allocation spend by June 2015	Service Delivery & Infrastructure	Ward 2	R70 000 000 + 82 830 780	Target: 20% Actual: Reason: Remedial Action:	Target: 50% Actual: Reason: Remedial Action:	Target: 95% Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviens: Housing	Provide houses for needy people in Baviens	Built 85 houses in the Down area by 30 June 2015	85 houses	Service Delivery & Infrastructure	Ward 3	R 9 404 956	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 10 Actual: Reason: Remedial Action:	Target: 75 Actual: Reason: Remedial Action:	B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviens: Sanitation	Provide sanitation of an acceptable standard to all communities	Upgrade sewerage network in Minariza Square, Redbron by 30 June 2015	100% of grant funding spent	Service Delivery & Infrastructure	Ward 4	1 110 000	Target: 1 Actual: Reason: Remedial Action:	Target: 50% Actual: Reason: Remedial Action:	Target: 75% Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviens: Electricity	Electricity supply to all inhabitants of the Baviens	Install high mast lights in Redbron by 30 June 2015	1 high mast light	Service Delivery & Infrastructure	Ward 4	R 300 000	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 1 Actual: Reason: Remedial Action:	B Arends
		New electricity connections in Steynville mill housing by 30/06/15	27 connections	Service Delivery & Infrastructure	Ward 2	R 150 000	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 27 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	B Arends
		Replacement of transformer at main intake substation at Steynville by 30/06/15	100% of grant funding spent	Service Delivery & Infrastructure	Ward 2	R 750 000	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	B Arends
		Flood lights for dark areas in townships by 30 June 2015	5 Flood lights - one each in Golden Valley, Volksrus Valley, 373, Mandela Square, Down Housing and Saamanshoek	Service Delivery & Infrastructure	Ward's 1,2,3	R 53 100	Target: 1 Actual: Reason: Remedial Action:	Target: 1 Actual: Reason: Remedial Action:	Target: 1 Actual: Reason: Remedial Action:	Target: 7 Actual: Reason: Remedial Action:	B Arends

CAPITAL PROJECTS

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vose No & Ward	Budget	Performance Milestones				Responsible
							Sept 2013/14	Dec 2013/14	March 2013/14	June 2013/14	
DEVELOPMENT PRIORITY 1: INFRASTRUCTURE DEVELOPMENT											
Supply sustainable basic infrastructure to all inhabitants of Baviarians: Municipal Assets -	Upgrade municipal assets	Upgrading of Sports ground facilities by 30 June 2015	100% of grant funding spend	Service Delivery & Infrastructure	Ward 1,2,4	R 1 484 700	Target: 5% Actual: Reason: Remedial Action:	Target: 25% Actual: Reason: Remedial Action:	Target: 50% Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviarians: Streets & Storm Water	Improve conditions of internal streets and roads in Willowmore & Steytlerville	Quality streets and storm water drainage in Willowmore & Steytlerville ; upgraded by 30 June 2015.	1 km of road completed	Service Delivery & Infrastructure	Wards 1,2,3,4	WM: R2 015 300 SV: R1 208 000	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 0 Actual: Reason: Remedial Action:	Target: 1 km Actual: Reason: Remedial Action:	B Arends
Supply sustainable basic infrastructure to all inhabitants of Baviarians: Refuse removal and management of dumping sites	Legal compliance of all dumping sites	Upgrade Steytlerville landfill site by 30 June 2015	100% of grant funding spend	Service Delivery & Infrastructure	Ward 2	R 2 800 000	Target: 0% Actual: Reason: Remedial Action:	Target: 10% Actual: Reason: Remedial Action:	Target: 55% Actual: Reason: Remedial Action:	Target: 100% Actual: Reason: Remedial Action:	B Arends

OPERATIONAL PROJECTS

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
							Sept 2013/14	Dec 2013/14	March 2013/14	June 2013/14	
DEVELOPMENT PRIORITY 1: INFRASTRUCTURE DEVELOPMENT											
Supply sustainable basic infrastructure to all inhabitants of Baviaans Municipal Assets	Encourage efficient usage of infrastructure to municipal assets	Demolish of building at the swimming pool in Willowmore by 30 June 2015	1 demolished building	Service Delivery & Infrastructure	Ward 1	10	R 10 000	Target: 0 Actual: 0 Reason: Remedial Action:	Target: 1 Actual: 1 Reason: Remedial Action:	Target: 0 Actual: 0 Reason: Remedial Action:	B Mendi
		Community Hall for Lovedmore in Willowmore by 30 June 2015	Move 1 pre-fab house from Dovm area to Lovedmore area	Service Delivery & Infrastructure	Ward 3		R 15 000	Target: 0 Actual: 0 Reason: Remedial Action:	Target: 100% Actual: 100% Reason: Remedial Action:	Target: 0 Actual: 0 Reason: Remedial Action:	B Mendi

OPERATIONAL PROJECTS

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No	Budget	Performance Milestones			Responsible	
DEVELOPMENT PRIORITY 2: FINANCIAL VIABILITY											
A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Improve financial systems and controls	Ensure effective GMAP compliant asset register implemented	A complete and up to date GMAP compliant asset register	Budget and treasury office		No budget	Target: Asset register reconcile to General Ledger Actual: Reason: Remedial Action:	Target: Asset register reconcile to General Ledger Actual: Reason: Remedial Action:	Target: Asset register reconcile to General Ledger Actual: Reason: Remedial Action:	H Nagel	
		Adhere to requirements of reporting to National Treasury with timeframes	All reporting in terms of AT requirements are done within the required timeframes	Budget and treasury office		No budget	Target: 3 x Sec 71 reports, 1 x Sec 52 report, quarterly reports as required submitted on time Actual: Reason: Remedial Action:	Target: 3 x Sec 71 reports, 1 x Sec 52 report, quarterly reports as required submitted on time Actual: Reason: Remedial Action:	Target: 3 x Sec 71 reports, 1 x Sec 52 report, quarterly reports as required, 1 x draft budget and 1 x final budget submitted on time Actual: Reason: Remedial Action:	H Nagel	
		Implement National Treasury Regulations Circular No 68 - fruitless and wasteful expenditure	All procedures in terms of circular 68 adhered to	Budget and treasury office		No budget	Target: Quarterly report on fruitless, wasteful or unauthorised expenditure to Council for decision making Actual: Reason: Remedial Action:	Target: Quarterly report on fruitless, wasteful or unauthorised expenditure to Council for decision making Actual: Reason: Remedial Action:	Target: Quarterly report on fruitless, wasteful or unauthorised expenditure to Council for decision making Actual: Reason: Remedial Action:	H Nagel	
		Improve Financial Info Systems (IT) by 30 June 2015	All required modules of financial reporting system implemented and functional	Budget and treasury office		R1565 : R934 000	Target: Service level agreement signed and needs analysis done Actual: Reason: Remedial Action:	Target: Implement all identified modules Actual: Reason: Remedial Action:	Target: All modules tested and functional Actual: Reason: Remedial Action:	Target: Project completed Actual: Reason: Remedial Action:	H Nagel
	Improve revenue collection	Write-off of irrecoverable debt by 31 December 2015	Table report to council on once-off writing off of irrecoverable debt by 31 December 2014	Budget and treasury office		No budget	Target: n/a Actual: Reason: Remedial Action:	Target: Identify all irrecoverable debt and motivate write off to council Actual: Reason: Remedial Action:	Target: All approved write offs recorded on financial system Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	H Nagel

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
DEVELOPMENT PRIORITY 2: FINANCIAL VIABILITY											
A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Effective execution of indigent policy 1A/15	Annual update of indigents for 2014/15 recorded by 31 July 2014 and monthly updates thereafter	Budget and treasury office		No budget	Target: Approved list of indigents for 2014/15 recorded and implemented by 31 July 2014 and thereafter each month Actual: Reason: Remedial Action:	Target: 3 x monthly updates of indigents approved by council and implemented Actual: Reason: Remedial Action:	Target: 3 x monthly updates of indigents approved by council and implemented Actual: Reason: Remedial Action:	Target: 3 x monthly updates of indigents approved by council and implemented Actual: Reason: Remedial Action:	H Nagel	
	Increase payment rate	100% payment rate (total money received from debtors over accounts sent out) by 30 June 2015	Budget and treasury office		No budget	Target: average payment rate 70% Actual: Reason: Remedial Action:	Target: Average payment rate 85% Actual: Reason: Remedial Action:	Target: Average payment rate 95% Actual: Reason: Remedial Action:	Target: Average payment rate 100% Actual: Reason: Remedial Action:	H Nagel	
	Effective control over collection of property rates	Ensure 100% recovery of property rates by 30 June 2015	Budget and treasury office		No budget	Target: Average payment rate 50% Actual: Reason: Remedial Action:	Target: Average payment rate 65% Actual: Reason: Remedial Action:	Target: Average payment rate 80% Actual: Reason: Remedial Action:	Target: Average payment rate 100% Actual: Reason: Remedial Action:	H Nagel	
	Improve revenue collection	Increase additional income to 100% by 30 June 2015	Budget and treasury office		No budget	Target: 100% of all grants as per payment schedule received Actual: Reason: Remedial Action:	Target: 100% of all grants as per payment schedule received Actual: Reason: Remedial Action:	Target: 100% of all grants as per payment schedule received Actual: Reason: Remedial Action:	Target: 100% of all grants as per payment schedule received Actual: Reason: Remedial Action:	H Nagel	
	Keep expenditure under control	Ensure effective spending of municipal funds : no overspending	Budget and treasury office		No budget	Target: No overspending Actual: Reason: Remedial Action:	Target: No overspending Actual: Reason: Remedial Action:	Target: No overspending Actual: Reason: Remedial Action:	Target: No overspending Actual: Reason: Remedial Action:	H Nagel	
	Effective implementation of Internship programme in Finance Department by 30 June 2015.	Ensure 5 interns appointed in the Finance Department	Budget and treasury office		R800 000 - FMG funds	Target: 5 interns appointed Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	H Nagel	

OPERATIONAL PROJECTS

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
							Sept 2013/14	Dec 2013/14	March 2013/14	June 2013/14	
DEVELOPMENT PRIORITY 3: GOOD GOVERNANCE & PUBLIC PARTICIPATION											
A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service.	Improve cash flow problems	Execute MFC(DPLGTA) task team recommendations to improve cash flow problems by 30 June 2014.		Office of the Municipal Manager/CEO		No budget	Target: Actual: Reason: Remedial Action:	Target: Actual: Reason: Remedial Action:	Target: Actual: Reason: Remedial Action:	Target: Actual: Reason: Remedial Action:	H Nagel
	Improve status of Audit Report	Improve outcome of AG report: Execute action plan to address previous findings by 31 December 2014	At least unqualified audit report for 14/15	Office of the Municipal Manager/CEO		No budget	Target: All audit findings for 13/14 addressed in terms of audit action plan Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	Target: n/a Actual: Reason: Remedial Action:	Target: Unqualified audit report Actual: Reason: Remedial Action:	H Nagel
	Overnight (MPAC)	Quarterly MPAC meetings to assist with oversight function	Arrange quarterly MPAC meetings	Corporate Services		No budget	Target: Table minutes of MPAC meeting to council Actual: Reason: Remedial Action:	Target: Table minutes of MPAC meeting to council Actual: Reason: Remedial Action:	Target: Table minutes of MPAC meeting to council Actual: Reason: Remedial Action:	Target: Table minutes of MPAC meeting to council Actual: Reason: Remedial Action:	M Lotter
	Sound corporate administration	Execute council resolutions	Keep register of council resolutions to be re-executed on a quarterly basis	Corporate Services		No budget	Target: Updated register with execution dates Actual: Reason: Remedial Action:	Target: Updated register with execution dates Actual: Reason: Remedial Action:	Target: Updated register with execution dates Actual: Reason: Remedial Action:	Target: Updated register with execution dates Actual: Reason: Remedial Action:	M Lotter
Working towards the vision of a stable, capacitated, person-centred, service delivery and good performance in service delivery	Improve customer care; control complaints	Ensure effective customer care in all areas by 30 June 2015.	No more than 5% un-addressed complaints on a quarterly basis	Community Services		No budget	Target: Table Help Desk reports to council Actual: Reason: Remedial Action:	Target: Table Help Desk reports to council Actual: Reason: Remedial Action:	Target: Table Help Desk reports to council Actual: Reason: Remedial Action:	Target: Table Help Desk reports to council Actual: Reason: Remedial Action:	M E de Beer
	Performance management	Customer care survey done internally or externally by 30 June 2015	Lobby for funds at DPLGTA to no customer care survey in all four areas	Community Services			Target: Lobby for funds: DPLGTA Actual: Reason: Remedial Action:	Target: Lobby for funds: DPLGTA Actual: Reason: Remedial Action:	Target: Lobby for funds by DPLGTA Actual: Reason: Remedial Action:	Target: Table Customer Care survey to council Actual: Reason: Remedial Action:	M E de Beer
		Quarterly evaluation of lower level staff	All lower level staff must be evaluated on a quarterly basis. End of each quarter	All managers		No budget	Target: Table a report every quarter to council with summary of lower staff evaluations. Remedial Action: Actual: Reason: Remedial Action:	Target: Table a report every quarter to council with summary of lower staff evaluations. Remedial Action: Actual: Report tabled on 27/2/14. POE in file Actual: Reason: Remedial Action:	Target: Table a report every quarter to council with summary of lower staff evaluations. Remedial Action: Actual: Reason: Remedial Action:	Target: Table a report every quarter to council with summary of lower staff evaluations. Remedial Action: Actual: Reason: Remedial Action:	All managers, M E de Beer to compile report

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No & Ward	Budget	Performance Milestones				Responsible
DEVELOPMENT PRIORITY 3: GOOD GOVERNANCE & PUBLIC PARTICIPATION											
	Local Labour Forum	Effective monthly Local Labour forum	Arrange for bi-monthly local labour forum meetings	Corporate Services		No budget	Target: Table Bi-monthly meeting minutes to council. POE in file Reason: Remedial Action:	Target: Table Bi-monthly meeting minutes to council. POE in file Reason: Remedial Action:	Target: Table Bi-monthly meeting minutes to council. POE in file Reason: Remedial Action:	Target: Table Bi-monthly meeting minutes to council. POE in file Reason: Remedial Action:	M Lottar
All areas of development in the municipal area must be thoroughly planned	Well planned documents for development areas in the municipality	Review SDF by 30 June 2015 to include the DMA area and the Bavensakhoof Hartland	Approved SDF document	Infrastructure & Service Delivery		R335 844 Dept of Rural Development	Target: 0 Reason: Remedial Action:	Target: 0 Reason: Remedial Action:	Target: 0 Reason: Remedial Action:	Target: 1 approved document Reason: Remedial Action:	D Arends
Well established communication channels	Improve internal & external communication	Execute communication Action Plan by end of each quarter.	Improve internal & external communication	Community Services		R60000 (MSG grant)	Target: Quarterly report to council on actions taken to improve internal communication. Actual: Reason: Remedial Action:	Target: Quarterly report to council on actions taken to improve internal communication. Actual: Reason: Remedial Action:	Target: Quarterly report to council on actions taken to improve internal communication. Actual: Reason: Remedial Action:	Target: Quarterly report to council on actions taken to improve internal communication. Actual: Reason: Remedial Action:	M Ede Beer
	Community participation structures to help identify community needs	Bi-monthly ward committee meetings	Organise meetings with ward committee members in all four areas	Community Services	Ward 1,2,3,4	R60 000 MSG grant	Target: Table minutes of ward committee meetings quarterly to council Actual: Reason: Remedial Action:	Target: Table minutes of ward committee meetings quarterly to council Actual: Reason: Remedial Action:	Target: Table minutes of ward committee meetings quarterly to council Actual: Reason: Remedial Action:	Target: Table minutes of ward committee meetings quarterly to council Actual: Reason: Remedial Action:	M E de Beer
Proud citizens that contribute to the development of their town/s	Better educated communities	Equip libraries with books & other necessities	Audit library needs and develop business plan before 31/12/14	Community Services	Ward 1,2,3,4	R0	Target: Table business plan on library needs to council Actual: Reason: Remedial Action:	Target: Quarterly report to council on new equipment and books bought for libraries Actual: Reason: Remedial Action:	Target: Quarterly report to council on new equipment and books bought for libraries Actual: Reason: Remedial Action:	Target: Quarterly report to council on new equipment and books bought for libraries Actual: Reason: Remedial Action:	M E de Beer

OPERATIONAL PROJECTS

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No	Budget	Performance Milestones				Responsible
DEVELOPMENT PRIORITY 4: MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION											
A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service	Improve control of municipal assets	Ensure that contracts for the use of municipal property are in place by 30 June 2014	Compile file with list of all signed lease agreements	Corporate Services		No budget	Target: Quarterly reports to council - summary of property and usage thereof Actual: Reason: Remedial Action:	Target: Quarterly reports to council - summary of property and usage thereof Actual: Reason: Remedial Action:	Target: Quarterly reports to council - summary of property and usage thereof Actual: Reason: Remedial Action:	M Lotter	
	An effective customised organisational structure with trained and skilled personnel	Number of personnel benefiting from municipal training programmes (Work Skills Plan) by 30 June 2015	Train at least 30 personnel members for 14/15 to benefit from Work Skills Plan	Corporate Services		R30 000	Target: Quarterly reports to council on people trained Actual: Reason: Remedial Action:	Target: Quarterly reports to council on people trained Actual: Reason: Remedial Action:	Target: Quarterly reports to council on people trained Actual: Reason: Remedial Action:	M Lotter	
		Execute Employment Equity Plan by end of each quarter	Review & secure employment equity plan	Corporate Services		No budget	Target: Table Action Plan to council Actual: Reason: Remedial Action:	Target: Table Action Plan to council Actual: Reason: Remedial Action:	Target: Table Action Plan to council Actual: Reason: Remedial Action:	M Lotter	
	Compliant HR administrative system	Employment files to adhere to legal requirements by 30 June 2015	Contents of all personnel files (including job descriptions) adhere to required legal requirements	Corporate Services		No budget	Target: Ensure compliance to regulations - personnel files Actual: Reason: Remedial Action:	Target: Ensure compliance to regulations - personnel files Actual: Reason: Remedial Action:	Target: Ensure compliance to regulations - personnel files Actual: Reason: Remedial Action:	M Lotter	

Objective	Strategy	Key perf. Indicator	Annual target	Department	Vote No / Ward Budget	Performance Milestones				Responsible
						Sept 2013/14	Dec 2013/14	March 2013/14	June 2013/14	
DEVELOPMENT PRIORITY 5: LOCAL ECONOMIC DEVELOPMENT										
The youth of Bavenda are actively integrated and contribute to community development	Promote self development	Number of individuals benefiting from computer training	Train at least 60 students to benefit from basic computer training by 30 June 2015	Community Services	Ward 1,2,3,4	R 25 000	Target: Table quarterly report to council on students trained Actual: Reason: Remedial Action:	Target: Table quarterly report to council on students trained Actual: Reason: Remedial Action:	Target: Table quarterly report to council on students trained Actual: Reason: Remedial Action:	M E de Beer
	Promote opportunity for local job creation (SAME development)	Business plan for development of Steynerville crafters by 30 June 2015	Implement business plan	Community Services	Ward 2	R 250 000	Target: Table quarterly report to council on progress made Actual: Reason: Remedial Action:	Target: Table quarterly report to council on progress made Actual: Reason: Remedial Action:	Target: Table quarterly report to council on progress made Actual: Reason: Remedial Action:	M E de Beer
A pleasurable tourist experience	Promote local tourism	Execution of Tourism Action Plan by 30 June 2015	Quarterly monitoring by council on implementation of Tourism Action Plan.	Community Services	Ward 1,2,3,4	R 145 000	Target: Quarterly tourism action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly tourism action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly tourism action plan to council for oversight Actual: Reason: Remedial Action:	M E de Beer
Enhance LED in Bavenda	Promote local economic development	Execution of LED Action Plan	Quarterly monitoring by council on implementation of LED Action Plan.	Community Services	Ward 1,2,3,4	R 25 000	Target: Quarterly LED action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly LED action plan to council for oversight Actual: Reason: Remedial Action:	Target: Quarterly LED action plan to council for oversight Actual: Reason: Remedial Action:	M E de Beer
Address high unemployment rate	Job creation / Poverty alleviation	EPWP labour intensive programme to address high unemployment rate by 30 June 2015	Effective implementation of EPWP labour incentive conditional grant by 30/9/14	Infrastructure & Service Delivery	Ward 1,2,3,4	R1 350 000 DPW	Target: Quarterly reports to council - number of people employed Actual: Reason: Remedial Action:	Target: Quarterly reports to council Actual: Reason: Remedial Action:	Target: Quarterly reports to council Actual: Reason: Remedial Action:	B Arends
		Sakha Steve labour programme to address high unemployment rate in the Sakha Steve programme by 30 June 2015	Implement programme & lobby to increase number of people employed in the Sakha Steve programme	Infrastructure & Service Delivery	Ward 1,2,3,4	DPW	Target: Quarterly reports to council - Number of people employed Actual: Reason: Remedial Action:	Target: Quarterly reports to council Actual: Reason: Remedial Action:	Target: Quarterly reports to council Actual: Reason: Remedial Action:	B Arends

ANNEXURE 3C

SDBIP & PERFORMANCE PLANS: MUNICIPAL MANAGER

General key performance indicators in terms of Sec 43 regulation 10 of the MSA (included in SDBIP & Performance Plans)

- (a) The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal: Water, electricity & solid waste removal: Supply sustainable basic infrastructure to all inhabitants of Baviaans: (i) Water: Upgrading of bulk water supply in Steytlerville; (ii) Electricity: New electricity connections at infill housing in Steytlerville Sanitation: Upgrade sewerage network in Minanaza Square Rietbron
- (b) The percentage of households earning less than R1 200 per month with access to free basic services: 100% : A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service (i) Effective executing of indigent policy (FBS)
- (c) The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP: 100% : Supply sustainable basic infrastructure to all inhabitants of Baviaans: Water, Electricity, Streets & Stormwater & landfill sites.
- (d) The number of jobs created through the municipality's local economic development initiatives including capital projects: 100% : Address high unemployment rate: EPWP & Sakha Sizwe Labour intensive programmes
- (e) The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality are three employees. Working towards the creation of a stable capacitated personnel corps geared to increase service delivery and good performance in service delivery: Execute employment Equity Plan
- (f) The percentage of a municipality's budget actually spent on implementing its workplace skills plan: 100% : Working towards the creation of a stable capacitated personnel corps geared to increase service delivery and good performance in service delivery: Number of personnel benefitting from municipal training programmes (WSP).
- (g) Financial viability as expressed by ratios: 9.27% outstanding debtors to actual income. : A well established municipality with sufficient resources and institutional capacity to deliver an excellent municipal service: 100% payment rate (total money received from debtors over accounts sent out)

ANNEXURE 3D

Cash flow projection for prioritized projects for 14/15 FY

Project List	July	August	September	Oct
Willowmore Upgrading of Gravel Streets	R 1 000 000	R250 000	R350 000	R350 000
Steytlerville Streets and Storm water	R 520 000	R140 000	R230 000	R320 000
Upgrading of Baviaans Sports fields	R 88 000	R 150 000	R 200 000	R 350 000
Rietbron High Mast light	0	0	R100 000	R150 000
Upgrading of Steytlerville landfill site	0	0	0	0
Upgrading of sewer network in Rietbron	0	R180 000	R279 300	R150 000
Installation of electricity line for LED project - recycling	0	0	0	0
PMU	R41 166	R41 166	R41 166	R41 166
Total	R291 166	R1 131 166	R1 240 466	R1 231 166

Cash flow projection for prioritized projects for 14/15 FY cont

Project List	Nov 14	Dec 14	Jan 15	Feb 15
Willowmore Upgrading of Gravel Streets	R 482 650	-	-	-
Steytlerville Streets and Storm water	R702 650	R520 000	-	-
Upgrading of Bavianaans Sports fields	R 550 000	R 420 000	R 100 000	R260 000
Rietbron High Mast light	R50 000	-	-	-
Upgrading of Steytlerville landfill site	0	R 30 000	0	0
Upgrading of sewer network in Rietbron	R280 000	R120 000	0	R100 700
Installation of electricity line for LED project - recycling	0	R80 000	R200 000	R214 000
PMU	R41 166	R41 166	R41 166	R41 166
Total	R1 841 166	R941 166	R351 166	R1 031 866

Cash flow projection for prioritized projects for 14/15 FY cont

Project List	March 15	April 15	May 2015	June 15
Willowmore Upgrading of Gravel Streets	-	-	-	-
Steytlerville Streets and Storm water	-	-	-	-
Upgrading of Bavianaans Sports fields	R366 700	-	-	-
Rietbron High Mast light	-	-	-	-
Upgrading of Steytleville landfill site	R120 000	0	-	-
Upgrading of sewer network in Rietbron	-	-	-	-
Installation of electricity line for LED project - recycling	-	-	-	-
PMU	R41 166	R41 166	R82 332	-
Total	R641 166	R901 166	R346 322	-

Procurement Plan for 14/15 FY

Project List	Consultant appointed	Tender advertise	Contractor appointed	Estimated Completion date
Willowmore Upgrading of Gravel Streets	May 2014	May 2014	June 2014	Dec 2014
Steytlerville Streets and Storm water	May 2014	June 2014	August 2014	Feb 2015
Upgrading of Bavianaans Sports fields	May 2014	Nov 2014	Feb 2015	May 2015
Rietbron High Mast light	May 2014	July 2014	August 2014	October 2014
Upgrading of Steytlerville landfill site	May 2014	July 2014	September 2014	April 2015
Upgrading of sewer network in Rietbron	May 2014	June 2014	August 2014	Feb 2015
Installation of electricity line for LED project - recycling	Sept 2014	Nov 2014	March 2015	May 2015

Cash flow projection for Capital projects other than MIG - 14/15 FY

Month	RBIG - ERASMUSKLOOF PROJECT	DOHS - DOWN HOUSING	DOE	DTI - ERASMUSKLOOF
July	R 2 500 000.00	R 784 783.24		
August	R 2 500 000.00	R 1 177 174.86	R 75 000.00	R 1 415 390.00
September	R 2 500 000.00	R 1 569 566.48	R 70 000.00	R 1 415 390.00
October	R 2 500 000.00	R 1 569 566.48	R 65 000.00	
November	R 3 500 000.00	R 1 569 566.48		
December	R 2 500 000.00	R 1 177 174.85		
January	R 1 500 000.00	R 519 041.20		
February	R 1 500 000.00	R 519 041.20		
March	R 1 000 000.00	R 519 041.20	R 690 000.00	
April				
May				
June				
Total	R 20 000 000.00	R 9 404 955.99	R 900 000.00	R 2 830 780.00